A D S T A R

Chronological Review

for the DDA and D/ODP

January 20, 1982

by

C/SPS/ODP
and
ADSTAR Project Manager

ADSTAR - WHY SO LONG?

1. Difficult Job - Little Precedent

2. Development Needed In Implementation Technology

3. Called For Innovator - Not Systems House

4. Picky Customer

5. Commercial Orientation

6. New Operation Startup

7. Lack Of Consistent Focus And Direction

8. See 1

20 January 1982

ADSTAR CHRONOLOGY

October 1976	OCR requests ODP to take over management of the ADSTAR
December 1976	ADSTAR functional requirements approved and frozen. It was noted that there was no existing equipment that could satisfy the system requirements. (Project File ADS-E001-77).
January 1977	DDO agrees to participate in the project to determine if a joint procurement is feasible.
February 1977	Agency management is notified that the output requirements can only be supported with hardware development and that current budgets are too low and schedules need expansion.
March 1977	Combined (DDO and OCR) functional requirement is completed.
May 1977	RFP sent to bidders, a fixed price cost proposal is requested.
July 1977	[redacted]
August 1977	MDS is notified that they are non-responsive.
September 1977	Source Selection Board approved choice of [redacted] Contract signed 30 September (have all pertinent data on slides), an 18 month delivery that was in the RFP becomes the formal schedule.
December 1977	[redacted] has 8 employees at Reston. System Specification rejected as unsatisfactory (no formal review).
January 1978	First OCR & DDO site requirements sent to HEB/RECD/OL.
February 1978	[redacted] System Specification submitted for formal review.

STAT

March 1978 [redacted]

STAT [redacted] completes mechanical work required to add the Fairchild scanner to the film storage module.

April 1978 [redacted] STAT

STAT [redacted] notifies Agency of 5 month slip in project schedules.

May 1978 "Irregularities" found in OCR film processing.

July 1978 Government approved the ADSTAR System Specification.

Government exercises Option I (SAS).

STAT [redacted] replaces their Software Manager.

Delivery of System Design delayed from August to September.

September 1978 Review of the System Specification (approved in July) revealed more than 50 unauthorized changes made by [redacted] STAT

The Installation Plan was rejected (no formal review) because of major deficiencies.

STAT [redacted]

A "revised" System Specification was submitted

STAT by [redacted]

November 1978 Delivery of the System Design slipped one

STAT month, [redacted] schedules it for mid-January 1979.

December 1978 GSA asks for $532,000 for site work, HEB estimate was $250,000 (it included fat).

[redacted] STAT

January 1979 Site cost fixed at $330,000.

STAT

February 1979 — [redacted] announces schedule slip; CSS: March 1979 to May 1979; SAS: August 1979 to March 1980.

Review Camera Workstation design.

March 1979 — CSS schedule revised by [redacted] (March 1979 to June 1979) STAT

First prototype of HSD operational (successful printing and erasing desired speed achieved) not good legibility. STAT

April 1979 — [redacted]

May 1979 — The print legibility of HSD is improved.

June 1979 — An SAS system design was submitted for review.

[redacted] STAT

Film storage module and camera workstation released for manufacturing.

Government reviewed CSS system design.

Successful factory test of the 35 mm converter.

July 1979 — GSA issues RFP for ADSTAR site construction.

35 mm converter delivered to HQ.

Agreement is reached on CSS Acceptance Test Plan.

August 1979 — HSD (2nd prototype) good mechanically, still has unsatisfactory print quality.

CSS training started.

A factory test of the aperture card and fiche converters was not satisfactory.

[redacted] STAT

Sept. 1979	35 mm training, CSS computer op training, verification training completed. Prototypes of the film storage module, camera workstation, and the HSD delivered to HQ. AP card converter delivered to HQ
Oct 1979	Option II, (IFS) was authorized by Government. CSS System Design accepted (after software was complete)
Oct 1979	Completed op training on AP card converter. Fiche converter delivered to HQ.
Nov 1979	Changed input locator logic in 35 mm converter. This was first change of scope. Converters undergoing adjustments in preparation for Acceptance Test. Dust and dirt becoming problem (ADSTAR construction).
STAT Dec. 1979	[redacted] shuts down Data General equipment because of dust and dirt. CSS schedule slipped to January 1980 "Final" adjustments on all converters completed. Intensive meetings with [redacted] to complete SAS System Design. STAT
Jan. 1980	Intensive meetings with [redacted] on SAS Design. STAT
STAT Feb. 1980	[redacted] submits draft test procedures for CSS accept test. Several boards are replaced in the DG equipment because of dirt and dust.
March 1980	All converters are ready for acceptance testing.
STAT	[redacted] submits more draft test procedures for CSS. Dry run of fiche converter test reveals it needs more work.

Dry run of CSS software tests reveal many bugs.

CSS final acceptance testing starts on 24 March.

April 1980 — Many bugs found during CSS acceptance test. STAT

[redacted]

May 1980 — Software testing of CSS successfully completed. We agree to substitute visual inspection in place of microdensitometer to determine film quality.

All functional testing of CSS successfully completed.

June 1980 — CSS passes 30 day availability test - acceptance test completed on 11 June.

We agree with [redacted] the film viewers for verification are terrible. They are returned, we split their cost and buy new KODAK 1MT-100s. STAT

July 1980 — Microfiche converter has to be modified to process second generation fiche rather than first generation which was specified. Obviously, Government pays for this. (approximately $3,000).

Because of excessive down time on the converters, we initiated regular meetings with OCR, DDO and [redacted] on hardware maintenance problems. STAT

August 1980 — All three converters continue to have excessive down time.

Sept. 1980 — Converter performance still erratic.

Government reviews HSD output, legibility is still unsatisfactory - [redacted] thinks it is ok. STAT

Oct. 1980	Two trips [redacted] to look at HSD output, still unsatisfactory.
	DG computer turned off for twenty days because of dirt from SAFE construction.
	Government generated a set of test documents (all different densities and quality) to evaluate HSD output.
Nov. 1980	As a result of observing HSD output of test documents, DDO shuts down 35 mm conversion. We determine [redacted] has violated a fundamental rule of microphotography, prior to seeing HSD output Government had assumed the faulty specification was to accommodate the new scanning technique. OCR continues to run both of their converters.
	Government visits [redacted] to discuss film problems. HSD quality still unsatisfactory.
Dec. 1980	Accumulation of dirt, requires two more new boards in DG.
	Government visits [redacted] to review HSD printing, output still unsatisfactory.
Jan. 1981	There is enough accumulated evidence that Government finally assured that HSD can process the entire density range specified in RFP.
	A DDO study, using its 35 mm converter results in a new film specification. HSD prints of film generated are then satisfactory.
	OCR stops converting film.
	OCR finds serious problems with its production cameras.
Feb. 1981	DDO resumes 35 mm film conversion.
	Government and [redacted] jointly write acceptance criteria for HSD output.
	[redacted] is notified of HSD legibility acceptance.

STAT March 1981 [redacted] announces SAS completion to be August 81, IFS to be complete in November 81. (System design for both systems not complete).

STAT [redacted] submits SAS System Design for Government review.

April 1981 Nine film storage modules and one camera workstation delivered to HQ. Six HSDs delivered to HQ.

STAT [redacted] delivers a revised SAS System Design, it is unsatisfactory. Word processing is blamed for the problem. STAT

May 1981 [redacted]

June 1981 SAS System Design is completed.

Government notified that the HSD legibility acceptance criteria generated in February is now unacceptable to [redacted] STAT

June 1981 Government asks for a factory test of HSD output to force agreement on legibility criteria.

July 1981 OC completes cabling for ADSTAR.

STAT Resumed working sessions on IFS System Design with [redacted] and Government.

IFS System Design delivered by [redacted] It had STAT an excessive amount of deficiencies, Government refuses to review it.

STAT Aug. 1981 [redacted] delivers part of the IFS System Design. Government starts review.

Government use of a [redacted] Camera Workstation STAT reveals lighting deficiencies.

[redacted] STAT

Sept. 1981

Government completes review of IFS System Design, several hundred Design Problem Reports are sent to [redacted] STAT

First factory test, 21 September fails.

[redacted] STAT

Oct. 1981

Agreement reached on new legibility criteria.

Government procures a new "M" target.

IFS System Design resubmitted by [redacted] STAT

Government writes acceptance test procedures for SAS.

STAT Oct. 1981 [redacted] announces SAS training starts on 9 November.
Acceptance test will start on 30 November.

Nov. 1981

The second factory test failed on 13 November.

The third factory test failed on 18 November.

Installation at HQ reaches point where software integration can begin.

The fourth factory test passed on 24 November!

All HSDs and SARs were modified to provide "24 November" quality.

Dec. 1981

SAS training started on 7 December and then stopped.

It is discovered that software has never been adequately system tested - there are an exceptional number of bugs. Training is delayed.

Camera and Verification training completed. (Retrieval and Sys. Op. training not started.

Jan. 1982

COTR goes to [redacted] for intensive discussions with [redacted] concerning project management. STAT STAT

System operator training starts.

STAT COTR in daily contact with the President of [redacted]

	78 JAN	MAR	MAY	JULY	SEP	DEC	79 JAN	MAR	MAY	JULY	SEP	DEC			
DESIGN	3/78	5/78	8/78	8/78	11/78	1/79		4/79	9/79		12/79	2/80			
CSS	10/78	10/78	4/79	4/79	4/79	6/79		7/79	9/79		10/79	1/80			
SAS	6/79	6/79	11/79	11/79	11/79	11/79		4/80	4/80		7/80	8/80			
IFS	6/79	6/79			3/80	3/80		8/80	8/80		2/81	2/81			
	80 JAN	MAR	MAY	JULY	SEP	NOV	81 JAN	MAR	MAY	JULY	AUG	SEP	OCT	NOV	
DESIGN		5/80							SAS comp. June	9/81	9/81	11/81	11/81	12/81	
CSS		4/80	comp.												
SAS		10/80					8/81	8/81	9/81		12/81	1/82	2/82	3/82	
IFS		5/81							3/82	3/82	3/82	5/82	5/82	6/82	
	DEC	82 JAN													
DESIGN	1/82	2/82													
SAS	3/82														
IFS	7/82	8/28													